

Inventorying Health Resources: Partners with a Role to Play

Public Sector

By now the SAC members may have established a dedicated group of key informants and community members who have helped with some of the community description, critical issue identification, and story behind the baselines analytical work. The SAC also will have at least a beginning inventory of health-related resources which it compiled while working on the community description. In addition to these assets, the SAC members may also have developed a notion of potential partners through its risk and protective factors and root causes analysis. The SAC is now ready to ask the question: “Who are the potential partners who have a role to play in doing better?”¹ The SAC needs partners who can contribute to turning the baseline curve. This is the time for the SAC to look into its asset base and find those key individuals and organizations who will become supporting partners (or lead partners, as appropriate) in implementing a health improvement strategy.

Because the public sector provides many basic health-related services throughout the State, and particularly on the Neighbor Islands, the SAC may want to begin its search for partners by canvassing public sector departmental divisions and programs. SAC members themselves, along with key informants and other involved resource people, should be able to develop a list of two kinds of potential public sector partners—those who have worked in the baseline area in the past or are currently doing so, and those for whom working in the baseline area might be a new effort. Public sector agencies may be at the State level or at the County level.

Past/Current Efforts/Results. The SAC will want to identify departmental divisions and programs addressing the indicator baseline of interest either directly or indirectly. Where those units are currently engaged in activities related to the baseline, or where they did something in the past, the SAC may wish to use a results-based framework to gather information about those efforts. (***Program and Agency Performance Accountability Story Analysis*** in the “Tools” section may help organize agency information.) The SAC will want to take special note of current efforts, so that it will avoid unnecessary duplication. The stories of past efforts may provide useful insights for designing the present health improvement initiative. The SAC members may also see opportunities to bring agencies together if they find different agencies are addressing the same areas. And of course, the SAC will want to test the interest in and potential commitment to joining forces held by any of these divisions or programs.

Potential New Partners. Through its analysis of the story behind the baseline, the SAC members may have identified public sector divisions or programs that could potentially provide expertise and/or resources to impact the baseline factors, but which currently are not addressing the issue. Some of these potential partners may not be thought of as traditional health-related entities, but when considered in the context of the field model or rainbow model of determinants of health, their roles could be vital for achieving the desired result. The task for the SAC will be to present their “story behind the baseline”

Inventorying Health Resources: Partners with a Role to Play

analysis to the potential partner division or program and engage in a dialogue to determine what role, if any, the public sector resource might play.

Tools for this Section: Program and Agency Performance Accountability Story Analysis

Private Sector

Equally as important as identifying potential public sector partners is the identification of private sector community agencies and individuals who may have something to contribute to the turning the curve effort. Again, potential partners may include those who are currently working in the baseline area, or did so in the past, and those who may not have been traditional players in health-related activities, but who clearly have expertise or resources that could contribute to accomplishing the desired result. As used here, private sector programs include nonprofit agencies.

Past/Current Efforts/Results. The SAC will want to identify community-based agencies, programs and individuals addressing the indicator baseline of interest either directly or indirectly. As with the public sector, where those units are currently engaged in activities related to the baseline, or where they did something in the past, the SAC may wish to use a results-based framework to gather information about those efforts. (***Program and Agency Performance Accountability Story Analysis*** in the “Tools” section may help organize agency information.) The SAC will want to continue looking for potential unnecessary duplication and for useful insights for designing the present health improvement initiative. The SAC members may take advantage of opportunities to bring agencies together if they find different agencies are addressing the same areas. As it did with the public sector, the SAC will want to test the interest in and potential commitment to joining forces held by any of these community agencies, programs or individuals.

Potential New Partners. The SAC can use its analysis of the story behind the baseline to identify community agencies, programs or individuals that could potentially provide expertise and/or resources affecting the baseline factors, but which currently are not addressing the issue. Looking at the determinants of health models may be especially helpful for identifying potential partners not thought of as traditional health-related entities but who could be vital for achieving the desired result. As with the public sector, the task for the SAC will be to present their “story behind the baseline” and engage in dialogue to determine the role to play.

Tools for this Section: Program and Agency Performance Accountability Story Analysis

Promoting Coordination, Cooperative Agreements, Collaborative Arrangements

As the SAC members engage in identifying potential partners for its health improvement initiative, they also will want to think about how they will work with other organizations to achieve the desired result. Turning the curve of a baseline will usually require more effort and resources than the SAC alone can contribute, so the ultimate form of its partnerships will be an important consideration.

There is a range of working relationships for organizations to have, moving from the relatively simple (networking) to the complex (multi-sector collaboration). Some organization may partner together just to share information, while others may pool resources to accomplish mutual goals. The range of working relationships includes²:

- Networking. This type of relationship involves organizations exchanging information in order to help each organization do a better job. One example would be a school and a community counseling center exchanging information about their counseling services for young people. Networking requires the least amount of commitment and time from organizations, yet still has significant positive results. Networking can be a good starting point for people to work together in other ways, and often may be a worthwhile first step for the SAC. Some ways networking can occur include meeting for lunch, sharing newsletters or calendars of events, participating in e-mail networks, or meeting at seminars or conferences.
- Coordination. In a coordinating relationship, the organizations modify their activities so that together, they provide better services to their constituents. Continuing with the school/community counseling center example, the coordinating organizations modify their services so there are more counselors available to young people during the hours services are needed. Another example would be coordinating agencies changing the dates of some of their public events, so there would not be major conflicts. In both cases, coordination helps fill in gaps in services and helps prevent duplication. Coordination is important because it gives people a better chance to get the services they need, but it also requires more organizational involvement, time, and trust than a networking relationship. The extra effort, however, can significantly improve people's lives.
- Cooperation. Organizations that cooperate not only share information and make adjustments in their services, but also share resources to help each other do a better job. Shared resources could include staff, volunteers, expertise, space, funds and other resources. Using our school and community counseling center example, if the school and the center shared space for evening counseling services to better serve neighborhood youth, they would be in a cooperative relationship. A cooperative relationship requires more trust and a greater investment of time than either networking or coordination. For a cooperative relationship to work, the organizations have to let go of some turf issues. They have to be willing to share some ownership and some responsibility, to risk some hassles, and to reap the rewards of their work together.
- Collaboration. Collaborating organizations help each other expand or enhance their capacities to do their jobs. The school and community counseling center applying jointly for a grant to train the staff of both organizations would be one example of collaboration. In a collaborating relationship, each organization wants to help its partners become the best that

they can be. Each organization begins to see the other as a partner rather than a competitor. To enter into a collaborative relationship, each organization must share the risks, the responsibilities, and the rewards—as well as the credit for the accomplishments. Collaboration is a much bigger endeavor than networking, coordinating, and cooperating, but the potential for change can also be greater. Collaboration implies a much higher level of trust, risk-taking, sharing of turf, and commitment. A successful collaboration demonstrates that people from different groups can overcome their mistrust and other obstacles to accomplish larger goals together.

- Multi-sector Collaboration. This level of collaboration occurs when private, public, and nonprofit organizations, and community members form a partnership to solve systemic problems that impact a whole community. Such problems might be a failing educational or health care system, a poor business climate, or an unskilled workforce.. These kinds of complex and intertwined problems require cooperation throughout a community in order to make positive changes. No one organization or one sector can make significant movement without the help and cooperation of the other sectors. An incentive for forming multi-sector collaborations often arises when organizations or sectors have tried to solve problems by themselves and have not been successful.

Multi-sector collaborations have the capacity to solve systemic problems, because they draw on the resources of all the sectors—business, government, and nonprofit. A multi-sector collaboration can wield more power than one organization or even a group of similar organizations. Multi-sector collaboration is much more complex and challenging than other organizational relationships as it requires that all the parties involved put aside the narrow interests of their own organizations or sectors and give priority to the broader common good of the larger community. It is a long-term enterprise in which the rewards can be great, but so is the investment of time and resources. Often, developing trust and a commitment to the greater common good can take months, or even one or two years. But multi-sector collaboration has the greatest potential for communities to become empowered and more democratic.

As the SAC considers potential partners, it will also want to think about what kind of relationship might be best for that partnership. It may also be worthwhile to take the role of a partnership broker, bringing other organizations to the table for the purpose of fostering relationships between them for the purposes of impacting the baseline curve. (*Working together: A table of roles and responsibilities in community work, Checklist: Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies, The Four Rules for Successful Collaboration, and Checklist: Developing Multi-sector Collaborations* in the “Tools” section provide highlights of key points and guidelines in the selection process.)

Tools for this Section: Working together: A table of roles and responsibilities in community work, Checklist: Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies, The Four Rules for Successful Collaboration, Checklist: Developing Multi-sector Collaborations

Notes

¹ “Results-Based Decision Making: Getting from Talk to Action” and “Results Accountability” in M. Friedman, The Results and Performance Accountability Implementation Guide, Fiscal Policies Studies Institute, 2002. Retrieved 7/12/2002 from the World Wide Web: <http://www.raguide.org>

² This discussion of the range of working relationships is adapted from KU Work Group on Health Promotion and Community Development. (2000). Chapter 24, Section 3: Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies, and Chapter 24, Section 4: Developing Multi-sector Collaborations. Lawrence, KS: University of Kansas. Retrieved 8/12/2002 from the World Wide Web: http://ctb.ukans.edu/tools/EN/sub_section_main_1229.htmhttp://ctb.ukans.edu/tools/EN/sub_section_main_1385.htm

This page intentionally blank

Tools

**Program and Agency
Performance Accountability
Story Analysis***

1. Customers (Who was served?): _____

2. Measures:

a. How much did we do? (# Clients/customers served; # Activities by type): _____

b. How well did we do it? (% Common measures; % Activity-specific measures): ____

c. Is anyone better off? (% Skills/knowledge, Attitude, Behavior, Circumstance): ____

3. Baseline:

a. Trend Reference: _____

b. Story behind the Baseline: _____

4. Partners: _____

5. What works:

a. Actions with cost: _____

b. No-cost/Low-cost: _____

* Adapted from "Story Analysis Exercise for Performance Accountability" and "Separating the Wheat from the Chaff" in M. Friedman, The Results and Performance Accountability Implementation Guide, Fiscal Policies Studies Institute, 2002. Retrieved 7/12/2002 from the World Wide Web: <http://www.raguide.org>

Working together: A table of roles and responsibilities in community work*

This Tool...lets you look at each partner's unique role in relation to the work done by other partners.

Working together: Roles and responsibilities in community work*			
Partner Task?	Community Partnership	Support Organizations	Funders
Developing the vision, mission and objectives	Develops a vision Selects broad purpose and goals	Help frame their objectives; help identify community-level indicators	Help applicants find appropriate funders Offer long term support Offer less categorical, and more holistic investments
Developing an action plan	Identify specific changes Develop an inclusive planning process Organize committees for each objective	Suggest possible action steps Make partnerships aware of "promising practices" Support early stages of action planning	Help community groups get in touch with others in the field Assist in bringing about broader changes
Developing and supporting leadership	Enhance and support leadership Develop new leaders	Skill training using personal assistance, support groups, and resources	Help getting resources acquisition for leadership development
Documentation and feedback	Gather information on changes Obtain other information Review data	Establish and maintain a system of documentation focused on tracking intermediate outcomes related to the mission	Request information on progress made Work with other grant makers to accept the same data Document their own contributions

* Adapted from Community Tool Box, <http://ctb.ukans.edu/>

Working together: Roles and responsibilities in community work*			
Partner Task?	Community Partnership	Support Organizations	Funders
Securing and providing technical assistance	Look for help from organizations with specialized knowledge Develop their own technical assistance capacity	Provide assistance in implementing and documenting work Provide training materials and/or workshops	Fund support organizations Foster relationships between support organizations and community partnerships
Securing and providing financial resources	Provide quantitative and qualitative information on community investments	Assist documenters in analyzing, interpreting, and communicating data	Request long-term, comprehensive proposals Broker connections with other funders
Making outcome matter	Submit to an annual status report	Assist documenters in analyzing, interpreting, and communicating data	Renewal based on evidence of progress Bonus grants Outcome dividends

* Adapted from The Community Tool Box, <http://ctb.ukans.edu/>

Checklist: Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies*

__ You have considered what your organization wants to accomplish by working with another organization

Which kind of organizational relationship is necessary to accomplish those goals?

☐ Networking

☐ Coordination

☐ Cooperation

☐ Collaboration

☐ Multi-sector collaboration

☐ Is there sufficient trust and commitment to support the kind of relationship you chose?

Resources are available for this kind of organizational relationship, such as:

☐ Time

☐ Skills

☐ Financial resources

☐ Community support

☐ Commitment of everyone involved

☐ If not, these resources can be accessed

You have considered how you will overcome the challenges that organizations confront when they are working together:

☐ People's belief that individual effort is more beneficial than cooperation

☐ Mistrust

☐ A lack of communication skills (communication, listening, negotiation)

* Adapted from Community Tool Box, <http://ctb.ukans.edu>

Checklist: Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies (Continued)

- ☐ Racism and other forms of discrimination that keep people and organizations isolated from each other
- ☐ A lack of strong leadership
- ☐ People's internalized sense of powerlessness
- ☐ Private and public funders' requirements

You have decided if you will involve the following stakeholders:

- ☐ Leaders of the organizations
- ☐ Staff who will implement the programs
- ☐ Constituent groups of the organizations
- ☐ People who will be involved in the programs
- ☐ The larger community
- ☐ People who may be affected indirectly

You have begun to build trust with the other organizations:

- ☐ You have built some one-to-one relationships.
- ☐ You have planned time for trust-building with the individuals who will be working together.
- ☐ Each person involved has had time to talk in the group about themselves, their organization, their stake in the issue and community, their interest in the partnership, and their concerns about the relationship.
- ☐ The group has established guidelines that people will be honest with each other, respect confidentiality (when decided upon), and be responsible to the group.
- ☐ A tone of cooperation has been established.
- ☐ You have planned a time to build communication skills.
- ☐ Each organization has clarified the goals they want to accomplish.

Checklist: Promoting Coordination, Cooperative Agreements, and Collaborative Agreements Among Agencies (Continued)

You have established procedural ground rules for the following points:

- ☐ How decisions will be made
- ☐ Who will speak to the media
- ☐ What should be considered confidential
- ☐ How information will be distributed
- ☐ The role of representatives
- ☐ Any other important procedural guidelines
- ☐ People know how to listen to each other.
- ☐ People are building on points of agreement.

People have learned about each other's cultural group through:

- ☐ Cultural celebrations.
- ☐ Discussions and exercises.
- ☐ Hiring a trained facilitator when needed.
- ☐ People in each organization are assured that they don't have to give up their identities
- ☐ People are prepared to handle problems and disagreements
- ☐ You celebrate every success

The Four Rules for Successful Collaboration*

1. The scope of the collaborative project is clearly defined.

What exactly do you want to accomplish together? For example, you may start with wanting to improve outreach efforts to youth in a particular neighborhood. What activities will be undertaken? And how will you know if outreach efforts have improved? As specifically as possible, describe the activities and the standards by which you will measure both activities and outcomes.

2. Each partner knows how the collaboration will advance the interests of its organization and clients.

Beyond the common goals, what does each party want? Community organizers know that to make a coalition work, self-interest plays a critical role. One director may be worried about her organization's financial health, another director may want access to new services, and another may see working together as a way to gain power in the political process. Whatever the personal goals are of individual leaders or specific interests of individual organizations, it helps to be honest about them so that no important agendas remain "hidden." In addition to discussing what each party wants, it may also be important to address each party's fears and concerns.

3. Role and responsibilities have been defined; mechanisms for communication and joint accountability are in place.

What can each party give? Even among "small" agencies, each with the same or similar missions and clientele, there will be differences in financial stability, management capacity, facilities, board leadership, and access to political power. What resources is each party able to give, and what is each willing to give to support the joint effort? (Collectively these resources must match the requirements of the project scope discussed in Rule 1. If they don't, either the scope is too broad, or you have the wrong mix of organizations at the table.) Beyond "who will do what by when?" how will you hold yourselves accountable? Regular meetings, financial incentives/penalties related to performance, other?

4. The relationship works: there is enough trust and respect among the key players to support the level of risk and interdependence involved in the project.

The most difficult aspect of collaborations, and the least concrete, is the relationship between the partners. A low intensity project such as sharing information on service schedules does not involve "high stakes" and therefore requires less trust and the respect between partners. However, in a joint service contract the level of trust and the respect between partners is the intangible element that will either make or break the project: no

* From Community Tool Box, <http://ctb.ukans.edu/>

The Four Rules for Successful Collaboration (Continued)

contract can spell out every possible eventuality. Are we able to communicate effectively? Are the right people involved? Can the relationship among the participants support the kind of honest talk and genuine listening required to work together successfully?

(From: Support Center for Nonprofit Management/National Minority AIDS Council, 1996.)

Checklist: Developing Multi-sector Collaborations*

- _____ You understand that multi-sector collaboration is a partnership of non-profit, private, and public organizations, and community members whose purpose is to solve problems that impact the whole community.
- _____ You understand that systemic problems are problems that involve a community's "systems" rather than one isolated area.
- _____ You understand that multi-sector collaboratives have the capacity to solve systemic problems, because they draw on the resources of all the sectors: Business, government, and nonprofit.
- _____ You understand that multi-sector collaboration is based on cooperation, rather than competition.
- _____ You understand that multi-sector collaboration makes democracy work better because it puts the decision-making process back in the hands of ordinary people.
- _____ You understand that multi-sector collaboration is a process that doesn't always go according to a neat plan.
- _____ You understand that multi-sector collaboration is a long-term enterprise in which the investment of time and resources is great, but so are the rewards.
- _____ You have determined that there a clear need for multi-sector collaboration.
- _____ You have determined that there is an appropriate level of trust among the different groups and sectors.
- _____ You have determined that people agree on what the problem is, or whether the problem will need to be defined.
- _____ You have trained leaders in all sectors that have the vision, commitment, and respect necessary to lead a collaborative.
- _____ You have identified a facilitator to bring the different groups together.
- _____ You have found the information necessary to understand issues and possible solutions.
- _____ You have promoted community empowerment.
- _____ You have identified the stakeholders.

* Adapted from Community Tool Box, <http://ctb.ukans.edu/>

Checklist: Developing Multi-sector Collaborations (Continued)

- ____ You have made a commitment to collaborate.
- ____ You have established procedural ground rules.
- ____ You have taught potential participants process skills.
- ____ You have built trust, learned process skills, and explored beliefs.
- ____ You have identified problems.
- ____ You have clarified a vision and develop a mission statement.
- ____ You continue to keep the process open and get input from community members.
- ____ You have created options for solving problems.
- ____ You have formulated goals, objectives, and an action plan.
- ____ You have implemented the action plan.
- ____ You have evaluated the results.
- ____ You have celebrated every success, large and small.
- ____ You have continued the collaborative community

* Adapted from Community Tool Box, <http://ctb.ukans.edu/>